



Community PHILANTHROPY

THE JOURNEY
OF KCDF's PAMOJA
FOR CHANGE
PROJECT

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Foreward

In 2011, KCDF entered into a five year partnership with a Netherlands based Foundation called Wilde Ganzen (Wilde Geese in English!) to implement a programme aimed at re-igniting the concept of local philanthropy for community groups. The overall objective was to create a sense of self-reliance among Kenya's Communities as well as build the community groups' confidence levels in identifying and resourcing for their development challenges from among its constituents.

KCDF coined the project Pamoja for Change (P4C) which essentially connotes a process of entrenching local giving by community members and other entities through coming together to resolve their development challenges.

This programme was well aligned to KCDF's theory of change which seeks to put the communities at the heart of identifying their own development challenges and coming up with home grown solution including financial solutions to respond to the development need while seeking very little or no external help from outside their catchment. This has been a proven concept in KCDF's perspectives of sustainable community development.

Historically, many non-profits in Kenya have traditionally depended on external donors to fund various community needs to the exclusion of existing resources which include both financial and non-financial resources that are innate to the communities they want to work with. The culture of over-dependence slowly crept in and stifled growth in communities as most communities formed a persisting perception that they were poor and had nothing to contribute as well as sense of abdication of responsibility while relying on the donors be it government or institutional donors to come to their aid.

KCDF has pioneered various publications that show that indeed Kenyan's give and communities have inherent resources that are neither recognized nor tapped into to advance community development. According to a recent research that KCDF published dubbed 'Creating an Enabling Environment for Philanthropy through Tax Incentives' – the research clearly posits that philanthropy is indeed taking place in Kenya.

Most Kenyans continue to give towards immediate needs that are personal to them and usually within their inner circles such as family needs through fundraisers commonly referred as 'harambees' (pulling together) as well as to national emergencies such as droughts and natural calamities. But they seldom give towards long term community needs due to varied reasons chief among them being the abused spirit behind the 'harambee' concept.

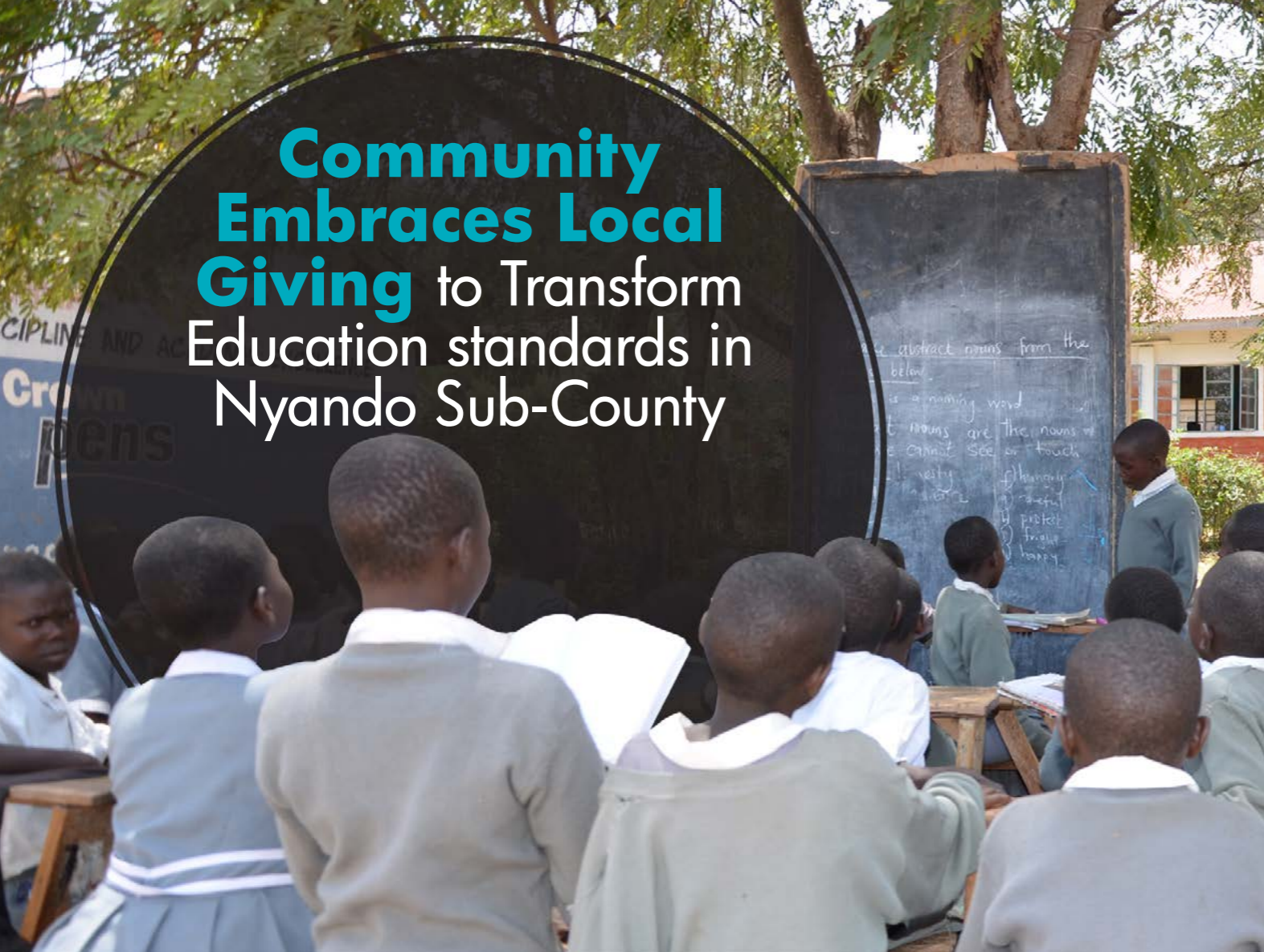
KCDF, through the Entrenching Local Resource Mobilization programme sought to change the existing narrative on two main fronts; that communities are incapable of raising financial resources to fund their development needs and secondly, dissuading the psyche of communities on over-dependence on "outside help" while equipping them with the necessary skills and confidence to raise resources for community needs within their locality.

KCDF partnered with 27 registered community groups to implement a cross section of thematic areas such as health, education and green energy projects across the country. Under the grant, the community organisation were tasked to raise half of the project budget in monetary terms over a specified period of time from within their locality using local fundraising actions with KCDF matching shilling for a shilling on the amount raised. Out of the 27 participating groups, 17 were able to successfully raise their resources totaling slightly over KES 19 Million.

Other than the financial incentive, KCDF also provided the groups with requisite skills to enable them fundraise and account for the money that they had collected. Some of the capacity strengthening areas that KCDF focused on included Local Resource Mobilization, Governance, Communication and Profiling Raising, Documentation among others. This publication gives you highlights on different strategies that eight organizations used to raise their resources as well as the challenges and lessons learnt from their fundraising actions.

Editorial Team

Community Embraces Local Giving to Transform Education standards in Nyando Sub-County



County
Kisumu County

Project Partner
Kidi-Luanda Community Development Programme



Total project cost KES
10,315,480

Community contribution KES
5,157,740

Organizational Profile

Kidi-Luanda was first registered as a women group in 2001. It transformed into a Community Based Organisation in 2010. Its main objective is to transform the lives of orphaned children whose parents have succumbed to HIV and AIDS through community projects such as construction of classrooms, lobbying for school fees support for the needy and disadvantaged children as well as empowering caregivers through training on income generating activities that enhance their economic status.

Project Brief

Kidi-Luanda Community Development Programme was approached by Rongo Primary School for assistance in building one classroom to accommodate the swelling number of pupils in the school. Kidi Luanda Community Development Programme then approached KCDF to fund the project which KCDF consented. However, Kidi Luanda was challenged to raise half of the project cost locally and KCDF would match a shilling for a shilling raised. Initially, Kidi Luanda went quiet as they had not been given such a



challenge before and they found the terms of the grant almost untenable. After consulting the school's management committee, Kidi Luanda accepted to the terms.

KCDF then trained and offered capacity building support to Kidi Luanda Community Development Programme in the area of local resource mobilization and the group was able to come up with a fundraising strategy to raise the money.

Local Fundraising Actions: The Rongo School Management Committee began an awareness campaign targeting parents in rallying them on the importance of coming together to raise resources to expand and renovate the facilities in the school cognizant that the government allocation to the school was hardly enough. The management committee also resolved not to burden the parents with a hike in school fees.

After many false starts, Kidi Luanda through the school management held a fundraiser with each parent requested to contribute KES 500. The fundraising event realized a large percentage of the target but upon being informed that the money had to be deposited to KCDF's account for KCDF to release the match, The School Management Committee as well as parents refused to that condition.

"After we had raised the money and I informed the School Management Committee that we needed to deposit the money in KCDF's account for the match to be released, the parents refused flat out to that condition. The parents were very apprehensive that they would lose their money. After six months of trying to convince them that their money was secure, I wrote to KCDF and told them that the school had opted out of the project. KCDF then allowed us to look for a new school that we would partner with in the same project", said Malin Akinyi, Kidi Luanda's Coordinator. Kidi Luanda Community Development Programme was then approached by neighboring Rabuor Primary School to construct an Early Childhood Development (ECD) class. This time round, the group made full disclosure to Rabuor's School Management Committee on the conditions for accessing the grant.

"When we first introduced this concept to Rabuor's Primary School's leadership, they were also unenthusiastic about it. One of the reasons they gave was that the catchment community was fairly poor as well the difficulties they had encountered raising resources in the past for school projects," added Malin.

After some fair share of convincing and consultation between the school's leadership and the parents, the school came on board and embarked on raising resources to build two ECD classrooms at a cost of KES 700,000. The school held a fundraising event drawing parents and the local community. Each parent was asked to contribute KES 1000 and Kidi Luanda was able to raise KES 300,000.

Encouraged by the first fundraising event, the school held another fundraiser which involved reaching out to friends of the school such as the alumni of the school as well as the



Challenges & Lessons Learnt

Kidi-Luanda Community Development Programme lacked the capacity as well as the confidence to raise money amongst the population it serves. Through capacity enhancement interventions such as trainings, facilitating exposure visits to groups that had successfully held local fundraising actions as well as offering mentorship opportunities, Kidi-Luanda Community Development Programme was then able to transfer the self-belief to the communities it worked with to realize the success of raising more than KES 5 Million.

Another lesson learnt was that failure is part of the process of weaning off organizations and communities from external donor/funding dependency. Kidi-Luanda Community Development Programme held the first fundraiser but the community backed at the 11th hour due to mistrust and fear of losing their money necessitated by the 'harambee' spirit which has been abused amongst many Kenyan Communities.

Finally, the success of Kidi-Luanda Community Development Programme projects were also anchored on the trust the organization has gained from the community group over the years. The group had demonstrated a sense of financial prudence and accountability in all the projects they had undertaken. Being a women-led organization further endeared the organization to the community as the community tends to believe in women leadership more so in handling finances. The group and the community at large are now converted and look at development from a lens where they apply themselves as the drivers and owners of their own development projects.

local political leadership. After the event, the school was able to raise the requisite KES 400,000 unlocking the KCDF match. Once the project was complete and benefitting 80 children, the school, now confident that in their ability to mobilize local resources among the community approached KCDF through Kidi Luanda to construct another two classrooms valued at KES 2 Million.

The school used the same strategies and was able to construct the additional classrooms with ease. The group also adopted a mixed donation model where community members also contributed resources in kind such as labour, sand, stones and corrugated iron sheets which greatly entrenched communal giving in the area.

More schools from the area approached KCDF after realizing they could determine their development destiny without necessarily relying on external donors or funds. Through Kidi Luanda, KCDF was able to support construction of classrooms and dormitories in five other schools namely Rongo, Alendu, Ranjira and Nyamware Primary Schools as well as Masogo Secondary School. Interestingly, Rongo Primary, which backed out of the project after the funds had been raised came back to the table and benefitted from the match grant.

The cumulative amount that the community in Nyan-do Sub County was able to raise for all the school projects under the Entrenching Local Resource Mobilization programme was KES 5,157,740.

Feeder School Promotes Education to Wildlife Threatened Pupils

"The **community** has realized they hold **solutions** to their own **development** challenges and that their **destiny** is in their own hands."

County
Narok County

Project Partner
Nkoilale Community Development Organization



Total Project Cost KES
10,400,000

Community Contribution KES
5,200,000

Background

Hundreds of children in Nkoilale, Narok County, have been unable to go to school due to the menace of human-wildlife conflict in Kenya's crown jewel – The Maasai Mara. This national treasure has somewhat been a resource curse at times for the Maa community of Nkoilale living only 10 kilometers away from the park. Lack of adequate schools has further compounded the education levels in the area. In the entire location, there is only one primary school serving close to 3000 pupils, with the next school situated 16 kilometers away.

Younger children are more disadvantaged as they are forced to stay out of school until they are old enough to walk the 10 kilometers stretch resulting in late entry to school compared to their counterparts in other parts of Narok County.

Registered in 2010, Nkoilale Community Development Organization (NCDO) mission is to develop Nkoilale community into a self-driven and sustainable community/society; through mobilization and equitable use of local resources to enable the community solve their development needs and aspiration. KCDF supported Nkoilale Community Development

Organization (NCDO) to construct six classrooms in three feeder schools to bridge the long distance that children were forced to cover as well as mitigate the threat of human –wildlife life conflict. The organization went ahead to set-up a water harvesting system in each of the three schools where the classrooms were built to improve the general hygiene of the school. The group also put up an ablution block at Nkoilale Health Centre. Approximately 180 children benefit from the classrooms and it is hoped there will be a significant increase in enrolment to the main schools in the area.

“Most parents decide not to send their young children to school owing to the intense human wildlife conflict. Incidences of people being trampled to death by elephants or attacked by lions are all too common here. The need to come up with a feeder school to promote education in this largely pastoral community was of utmost importance,” says *Jacob Losikany, Programme Coordinator at NCDO and Headmaster of Nkoilale Primary School.*

Local Fundraising Actions

NCDO teamed up with Kenya Community Development Foundation (KCDF) to address the challenge of access to education with the aim of improving education standards in the area as well as reducing crowding of students in the few accessible schools. KCDF agreed to support NCDO’s project but with the caveat that the group had to raise half of the project cost from within their catchment community.

“In line with KCDF’s match grant fund christened Pamoja for Change (Together for Change) concept, we informed our community that we had found a partner who was willing to help but we were tasked with raising half of the amount of KES 1.5 Million to unlock the grant. The KCDF model was a surprise to the community because they were used to projects being supported 100 per cent by external donors,” says *Jacob.*

Due to the communality of the people in Nkoilale as well as the trust accorded to NCDO based on past projects, the community agreed to the terms but with huge reservations that the community lacked the requisite resources to raise their match.

To kick off the process, some officials of NCDO were taken through training by KCDF and imparted with skills on how to raise funds locally. The group was also exposed to case studies of organizations

that had succeeded in using the match-funding approach as well as visiting some of the groups to build their confidence.

NCDO then crafted a fundraising plan that entailed executing different strategies and local actions to raise their match. NCDO initially held mini-fundraisers but they were unable to raise meaningful cash. They were forced to temper this approach with in-kind resources. Serving a predominantly pastoralist community, NCDO appealed to community members to donate in-kind resources in form of cattle. The concept of in-kind donations was readily accepted because the one resource that was manifest in the community was cattle and even the poor households could afford to contribute a calf or a kid.

“This matching concept was fairly new to us. Most pastoralists have wealth but in form of cattle. After we tried raising hard cash with minimal success, we adopted the in-kind support from the community through donation of goats, sheep or cows. This was an instant hit since this is the language our people understand best,” says *Jacob Losikany.*

The poor households would barter trade their calves to fully grown cows from the wealthy households and then donate the cows. All community members that were unable to contribute cash donated cattle which were enclosed in one of the school compounds for two months for fattening purposes so as to get a good price in Nkoilale’s auction markets.

The group was able to raise KES 2.7 Million from this strategy and were able to construct the six classrooms. Buoyed by the success in raising the resources to construct the classrooms, the community members through NCDO made another request to KCDF for funding of a maternity wing in the local health center.

“Just like the schools, health centers with maternity wings are very few and far between. The mortality rates for mothers and infants is extremely high as most mothers prefer to seek services of traditional birth attendants because of the long distances that mothers have to cover to get to hospitals. The closest maternity center is located close to 70 kilometers away from Nkoilale.” *Said Joseph.*

The group then went full throttle with the confidence that they had acquired from the previous campaign to raise another KES 2.5 Million using the mixed approach of cash and in-kind support from community



members. NCDO also approached the local Game Conservancies and Hotel lodges in Maasai Mara as well as applying for grants from the different government-held devolved funds such as the Constituency Development Funds.

Cumulatively, NCDO was able to raise KES 5.2 Million through their local actions.

Challenges & Lessons Learnt

A key lesson learnt from NCDO’s approach was that resources exist within the community but in many forms, not just cash. The group was able to leverage the in-kind contribution with the cash they were able to raise from different sources.

The issue of trust in NCDO as an organization based on their past project was also key in raising resourc-

es for the two main projects. The main reason behind the success in raising resources through in-kind contribution that was later converted to cash was the transparency element of it. The heads of cattle donated by the community that were confined in one of the schools gave the community the confidence that their donation was intact as the heads of cattle was accessible to the community members.

The transition from a highly donor dependent mindset to a self-driven and self-sustainable community is a big milestone not just for NCDO but the entire community. Today, Nkoilale has moved on to construct health centers and other mega projects to cater for their community needs.

Rigorous trainings, exposure visits and confidence building for NCDO played a catalytic role in changing the community’s perceptions about giving.



Recreational Facility, ECD Resource Centre Improves Education Standards in Malindi

“With the **two projects complete**, the **performance** of the over 14,000 children in Malindi Sub-County has **improved tremendously.**”

County
Kilifi County

Project Partner
Malindi Education and Development Association



Total Project Cost KES
6,000,000

Community Contribution KES
3,000,000

Organizational Profile

Malindi Education Development Association (MEDA) is a community-based organization operating in Malindi. It was established in 1997 with a view of promoting forums for eradication of illiteracy through promotion of education of children, youth and adults. In its many activities education awareness is a key issue addressed through diverse methods and strategies.

Through research, MEDA established that one of the reasons why children from Malindi Sub – County performed poorly was because they lacked a strong foundation in basic education at the early childhood development stage of between 0-8 years. Due to

the limited spaces available in the town as a result of massive construction of tourist facilities such as hotels and resorts, there was no recreational facility in the entire Malindi area to cater for children’s extra-curricular development.

This meant that the only place children could spend their leisure time was the on the fringes of the existing beaches in the area and this brought about societal vices such as child prostitution and trafficking. Concerned by this trend, MEDA opted to address this challenge by initiating a project dubbed ‘The Right to Play Project’ which sought to create the first recreational facility for the over 11,000 children in Malindi Sub-County at a project cost of KES 4 Million.

Local Fundraising Actions

The group began approaching different stakeholders to come on board to support the project with the biggest challenge being that of getting a small piece of land to set up the recreational facility. Among the groups that MEDA approached was its erstwhile long term partner KCDF for a grant which was accepted. KCDF however challenged MEDA to raise half of the project cost which translated to KES 2 Million.

This was not a new concept to MEDA as KCDF has previously supported MEDA with a similar grant as well with capacity enhancement training on fundraising. The only reservation that MEDA had was that this matching grant was the biggest challenge yet.

“We had previously been given a match challenge by KCDF but we were only required to raise 20% of the project cost. When KCDF told us to raise the KES 2 Million, we became nervous as this was a lot of money not only for MEDA but also for the community we serve. Half confident, we looked for different partners to raise the money but most of them shied away due to the enormity of the project”. *Said Attas Ali, MEDA’s Chief Executive Officer.*

MEDA’s effort bore fruit when they were allocated a small piece of prime land right at the heart of the Central Business District by a renowned Kenyan philanthropist. This reduced their fundraising target by almost 50 percent. Armed with a piece of land, MEDA, now energized and confident, had to contend with the challenge of raising resources to purchase playing materials such as carousels, jumping castles, mechanized toys among many other play materials.

MEDA developed a comprehensive fundraising strategy to raise the KES 1 Million deficit that they needed to raise to unlock their KCDF match. The group started off by raising money internally through their income generation activities such as hiring of chairs, tents and public address systems. The group also approached local corporates as well as parents of children that were enrolled in their ECD Center.

However, their main fundraising activity was capitalizing on their annual fundraiser. MEDA had been holding annual fundraisers targeting the predomi-



nantly Muslim population of Malindi for several years and they scheduled the fundraiser to be in the Holy Month of Ramadhan. During this month, Muslims observe self-discipline, self-restraint and most importantly generosity especially to those that are disadvantaged in the community.

“We had raised slightly over KES 1 Million the previous year and though we were confident we could repeat the same feat, KES 2 Million was an over-stretch for us. We planned the fundraiser dinner inviting as

many community leaders, business people and the locals. Close to 800 people graced the occasion, the highest we had registered in recent years," adds Attas.

At the end of the fundraiser, the group had raised a staggering KES 4.2 Million in three hours. This was an unprecedented feat in the area and was a highlight not only for MEDA, but the wider community of the area. Through an act of generosity, the community was able to raise enough resources to address their community challenges without seeking assistance from outside them.

The group embarked on constructing the recreational center and within eight months, it was complete. The play-ground typically attracts close to 200 children daily with the number doubling during school holidays. MEDA charges a small fee for the children to access the playground and the money goes to paying for utilities and staff hence ensuring the projects remains sustainable.

"Parents who used to lock in their children now allow their children to go to the playground to interact with other children as they learn other motor and life skills. There has also been a steady decline of societal vices that come with the tourist industry such as child labor or early prostitution as there is very little contact between the children and the perpetrators of these vices," says Attas.

Encouraged by the response to the "Right to Play" project, MEDA initiated another project on constructing an Early Childhood Development (ECD) Resource Centre in the area, the first of its kind in the Sub-County, after realizing that poor performance of pupils in Primary School level was as a result of limited access to Early Childhood Development schooling as well as lack of ECD related resource materials.

The community was able to raise another KES 1 Million the next year through the matching model to support an ECD project. The project entailed construction of a two-roomed facility with accompanying ECD learning materials as well as well as conducting

refresher courses for the many untrained teachers. ECD teachers in Malindi who cannot access ECD books also find the center useful as they can access reference material.

With the two projects complete, the performance of the over 14,000 children in Malindi Sub-County has improved tremendously but a bigger victory has been the community's ability and confidence in addressing their development needs through community philanthropy.

"The success of the partnership with KCDF and the dinner fundraiser affirmed our confidence that we can solve our development needs without necessarily looking for outsiders to help. We just need to change our mindset." Attas Ali, Chief Executive Officer, Malindi Education and Development Association.

Challenges & Lessons Learnt

MEDA has continually engaged the community in all its community projects while exhibiting a high sense of integrity and participation. This has worked to its advantage as the community members trust MEDA and have a sense of ownership of the challenges that face them as well as solutions to the challenges.

The main fundraiser which coincides with Ramadhan also resonates with the Muslim community of the area. Religion has played a big part in the success of their fundraisers as generosity is at the heart of Ramadhan. The fundraiser is also a very inexpensive affair as they don't spend a single cent. The community members come with food and water which they share when the break the fast 'iftar' and all the proceeds go towards the fundraiser. In 2015, MEDA was able to raise KES 14 Million from their annual fundraiser.

MEDA has grown to a fully self-sustainable organization. It is one of the few organizations that have set up an endowment fund to address their future challenges in an organized and sustainable way.



Community dispensary brings treatment to patients' doorstep

"This **dispensary** is god-sent. I only wish it could be **operating full time** but the stress of accessing health care has been reduced tremendously."

County
Migori County

Project Partner
Kared Fod Women Development Group



Total Project Cost KES
1,323,110

Community Contribution KES
661,555

Organizational Profile

Kared Fod Women Development Group is a women led community based organization based in Nyatike Sub-County, Migori County. Nyatike Sub County is plagued by inadequate health care facilities to cater for the approximately 56,000 people in the Sub County. For the residents of this semi-arid region, where the average household income is KES 3,000 per month, spending KES 300 on transport fare to access health services is equivalent to spending a month's wage to get medical attention. The challenge was further compounded by poor roads in the

region making access to the main healthcare facility almost impossible especially during rainy seasons. The worst affected were children under five who were required to make many trips to Nyatike to get the immunizations as well as expectant mothers.

Project Brief

To turn this negative tide Kared Fod Women Development Group embarked on refurbishment, upgrading and equipping of Ogongo Community Clinic into a fully-fledged dispensary so as to improve access to quality health care services for the 6,000 community

members. The group was given funding to construct the dispensary but the project stalled midway after the donor pulled out. The group made numerous attempts to get well-wishers to support the completion of this vital health center but were unsuccessful until they partnered with KCDF.

KCDF agreed to support the project but the caveat to the funding was that Kared Fod had to raise half of the projected budget of KES 1,323,110 locally. The celebration that greeted the partnership turned into a momentous task for the group as this was a foreign concept to them. Initially, the community members couldn't understand why they were being asked to contribute towards the project as they were used to being granted full amount for any of their community development programmes. Kared Fod had to explain to the communities the concept behind the Entrenching Local Resources (Pamoja for Change) match grant model. After lengthy consultations, the community embraced the model partly because they were tired of the endless trips to Nyatike as well the trust they had for Kared Fod as an organisation.

"Many of the people in this community are used to being given things for free. They could not understand why someone would volunteer to help them and then ask them to contribute too," said *Roses Akinyi, the Project Coordinator for Kared Fod.*

Local Fundraising Actions

KCDF conducted numerous fundraising trainings and mentorship sessions for Kared Fod to equip

them with requisite skills to conduct local fundraising actions. The first port of call for the group was the Migori County Government. The group shared their fundraising plan as well as a commitment letter from KCDF. Satisfied with the Kared Fod's plan, the County Government came on board and committed to post health workers as well as supply medical drugs and consumables to the dispensary once complete. The group also approached local business as well as applying for grants from various devolved government funds such as the Constituency Development Fund in the area raising KES 100,000.

Kared Fod then embarked on a fundraising drive to raise their share of the match. Kared Fod successfully held two fundraising events bringing together both the political leadership of the area as well as community members. The first fundraiser did not yield much and the group was forced to re-strategize and do more outreach. They held a second fundraising event and they were able to raise slightly more than KES 280,000. Kared Fod also raised funds in kind which was later converted to cash; community members who did not have cash each contributed four bags of maize which was later sold and the money directed to the kitty. Through this local action, the group was able to raise KES 200,000.

Other ingenious ways the community used to raise money was through providing labor in the construction of the dispensary while contributing their daily wages towards the project. The management and staff of Kared Fod were also not left behind, employees of Kared Fod contributed 50% of their salary for two months while the board members offered 50% of

their sitting allowance for two months and they were able to raise KES 76,000. The two fundraising drives were attended by community members who resided in the area as well as community members native to the area who live in Nairobi and other major towns.

Once the money was deposited into KCDF's account and the first batch released, construction of the dispensary started in earnest. The second tranche of the money was used to equip the dispensary by stocking examination beds, baby coats, delivery pans, blood pressure machines and weighing scales among other equipment.

Challenges & Lessons Learnt

The first lesson learnt by the Kared Fod was the existence of resources amongst themselves and they only needed to strategize on how to convince the community to come on board as well as collect the money in a structured way however poor the community was.

The group also had to develop the confidence that they can fundraise for the project as well encourag-

ing and rallying the community to contribute towards the project while highlighting the benefits they would get once the project was complete.

Perhaps the most important lesson that necessitated the successful completion of the project was the trust bestowed to Kared Fod and its leadership. Kared Fod had done numerous projects in the area and the community had some level of trust that Kared Fod would utilize the proceeds of the fundraiser prudently and transparently. It was evident that when the community sets the development agenda, the political class follow suit and support the projects as opposed to fighting it.

"We were very encouraged when the community members got fully engaged in raising the resources; it's a phenomena that has not been witnessed in this side of the country before. It was by no means an easy endeavor but it has motivated the community to come together to do even more projects that will benefit them. The community fully appreciate that they have enough resources amongst themselves and can chart their destiny as far as community development is concerned," added *Roses.*



Village Adopts Renewable Energy to Improve Living Standards in Kigumo

"We want to **ensure that girls** have time to **study just like boys** and at the same time **saving the environment.**"

County
Muranga County

Project Partner
Boosting Young Entrepreneurs Foundation (BYE)

Total Project Cost KES
900,000

Community Contribution KES
450,000

Organizational Profile

Boosting Young Entrepreneurs Foundation (BYE) a local Community Based Organization (CBO) based in Muranga County partnered with Kenya Community Development Foundation (KCDF) to provide subsidized loans to enable communities in Muranga County construct biogas installations through the Kigumo Green Development Project (KiGDeP).

BYE CBO realized that many people in Muranga wanted to have biogas plants as an alternative to using firewood and paraffin but only a fraction could afford, yet majority of families owned manure producing cows - a prerequisite for biogas production. KiGDeP's primary aim was to promote fulltime education and health for children especially girls who pay

the highest price for every unit of energy produced in rural homes. KiGDeP used an integrated Eco-village Development Model (EDM) which ensured that the three hours girls spent daily (on average) collecting firewood was instead invested in education. The project was also established to protect the environment from deforestation.

Local Fundraising Actions

BYE CBO was tasked to raise KES. 450,000 with KCDF matching the fund raised shilling for a shilling to initiate the pilot project. This being the first matching grant for the CBO, they took up the challenge with cautious optimism. The leadership floated the idea to its 27 members who accepted to the terms. BYE CBO then approached KCDF to assist them with

the necessary capacity and skills to raise resources. KCDF took the group through a rigorous fundraising capacity strengthening programme that included both in-class training as well as mentoring, coaching and exchange visits to similar groups who had raised resources from within its catchment area.

BYE utilized the skills gained from KCDF's trainings draw a fundraising plan to create awareness about the project as well motivate them to raise resources. The group incorporated community members to its fundraising team to give views and suggestions on how they can raise resources. BYE came up with a four pronged approach in raising funds for their project. BYE started off by approaching the membership of the CBO with each member contributing approximately KES 2900 cumulatively raising KES 78,000.

BYE CBO also raised money from their various income generating activities. One of their income generating activities that they capitalized on was their revolving fund that they give young entrepreneurs from the area who have innovative business ideas but lack capital. The funds given to the youth vary from KES 30,000 – KES 50,000 with a payback interest rate of 10%. Through the loans given out, BYE was able to raise a profit margin of KES 150,600 from the 24 entrepreneurs who were servicing their loans over a period of four months.

BYE CBO also approached the four tea factories in the area - Ikumbi, Makomboki, Nduti and Gacharage Tea Factories to support the project. Most of the tea factories bought the idea as they were able to see the nexus between environmental conservation and the proposed bio-gas project while linking the two to their bottom line. Since the year was almost over and they had spent most of their community social investment budget, they supported BYE CBO with KES 80,000.

The last approach that the group adopted was reaching out to tea farmers from the area for donation. BYE CBO approached farmers from the area when they were in the process of receiving their annual tea production bonus and were able to get pledges from over 25 farmers and garnered a cumulative amount of KES 145,000.

BYE CBO adopted a pay forward model to ensure sustainability of the project. The initial six recipients of the biogas plant costing KES 75,000 were advanced the money to put up the bio-gas plant. In return, the recipients would start paying back the money after

the project was completed at a rate of KES 5000 per month over a period of 15 months. The KES 5000 would come from the savings the recipients made from not using firewood or paraffin for both their cooking and lighting needs.

"I get gas to cook for my family as well as light up my home through the bio-gas plant. It saves me a great deal of money so I am okay dealing with this muck and the pungent smell that comes from harvesting cow dung for the bio-gas pit." Says Lydia

Currently, nearly 80% of the homes (40 households) in Kigumo location have installed bio-gas plants inspired by the six demonstration plants. BYE CBO is now expanding the biogas project to schools through partnerships with School Management Committees further entrenching the tenets of community giving in Muranga County.

"The interest from members in the project has increased tremendously after the pilot and members are now coming together to support each other to construct their bio-gas plant. We hope to see a cleaner environment as well as improved living standard of the community," concluded Tabitha.

Challenges & Lessons Learnt

Community participation in design and execution of the local fundraising initiatives was a critical component in BYE CBO raising resources. The community identified with the project as they stood to gain both at the corporate level; environmental conservation as well as at the household level.

The group also developed a comprehensive strategy that targeted a myriad of stakeholders as opposed to depending on one revenue stream. The timing of the fundraising was also key, most farmers were receiving their bonus and had some money to spare. The only draw-back to the timing of the fundraising drive was that it was happening just before the 2012 general election. This created some suspicion from the community as some community members thought the fundraising drives was aimed at raising campaign money.

The trust and confidence that the community had towards BYE CBO as an organisation played the biggest role in their success of raising their prescribed match fund.



ECD Centre to cut care time while increasing soap stone production in Kisii County

"Artisans will concentrate on production instead of taking breaks to check on their children."

County
Kisii County

Project Partner
Smolart Self-Help Organization



Total Project Cost KES
1,662,962

Community Contribution KES
831,481

Organizational Profile

Smolart is a self-help organization based in Tabaka Sub-County, Kisii County. As a unique source of Kisii soapstone, the area is home to many artisans who make their living through carving of soapstone. Smolart group was established with an objective of marketing products from its 200 producer members directly to the market instead of using intermediaries who were exploiting producers by paying poor prices for their crafts. The group's mission goes beyond providing fair wages to artisans; they also seek to eradicate poverty among their members by promoting fair trade, as well as supporting Tabaka's community development efforts.

For the longest time, soap stone carving was a preserve of men and women seldom worked as carvers. But over time, women perfected the art of carving and painting soap stone crafts leading to women spending an inordinate amount of time in soap stone workshops with their children on their backs or near them. This portended two significant challenges, the soap stone workshops were very dusty leading to children developing respiratory diseases. Another challenge was that the children were not receiving adequate care while missing out on school.

KCDF partnered with SMOLART in 2013 through an umbrella organisation called Kenya Federation for Alternative Trade (KEFAT) under the Entrenching Lo-

cal Resource Mobilization programme also known as Pamoja for Change. Under the programme, Smolart sought support from KCDF to construct an Early Childhood Center for the artisan's children at an estimated cost of KES1.6 Million which included both the construction of the center as well as equipping of the center.

KCDF agreed to support the project but gave Smolart a match challenge; Smolart was tasked to raise half the amount of the project cost which translated to KES 800,000 from within its catchment area. Since this was a going concern for the group, the concept did not meet a lot of resistance from the group.

Local Fundraising Actions

Smolart identified its capacity gap in local resource mobilization as a big impediment in raising resources as well as its relatively poor group members and community at large. KCDF took the leadership of the organisation through a series of fundraising training that entailed face to face class sessions, mentorship and coaching by KCDF and KEFAT as well as exchange visit to similar neighboring groups that had successfully raised resources from within its community. After the training, the leadership of the group could clearly see the opportunities in raising resources among its members and they crafted a comprehensive resource mobilization strategy.

The group started off by raising resources from within its ranks; the management team comprising of 11 members as well as its 200 members. Each member was asked to contribute KES 2500 over a period of six months raising a cumulative amount of KES500,000. The amount was to be deducted through a check-off system from the members' monthly wages once the group sold their crafts to their main markets in Europe. The group also organized a funds-drive that brought together members of the community, artisans from the rear who had a linkage with the group as well as the political leadership of the area. The fundraiser was able to realize the deficit and the group's fund was duly matched by KCDF.

The ECD center, with a capacity to cater to 60 children, was constructed and equipped within six months. The group also started using the ECD center in the evenings for adult literacy classes for the artisans. The parents will be required to pay a subsidized fee which will be used to pay the teachers.

"With our children now in a safe and conducive area to learn, we are able to concentrate on work and our productivity has increased five-fold. During lunch, I rush to see my two children and I am back at work within minutes. Previously, I would have to trek for at least one and half hours to see my young children and at times I would not come back as I would be so tired", says Josephine Akinyi, one of Smolart's group members



Challenges & Lessons Learnt

Initially, the group members needed to be re-assured that the money they were contributing would not be lost through dubious means. The harambee spirit had become very unpopular in the area as it had been abused by the ruling class to enrich a few at the expense of the majority. The group tried their best but KCDF had to be invited at some point to re-assure the group that their money would not be lost. This enhanced the confidence level of the group's management as well as its members and the community at large. Previous initiatives in operationalizing an adult learning center in the area by Smolart further enhanced the trust that the group had on the organisation.

Although most artisans and community members considered the project their own initiative and were

willing to give towards it, some members felt that it was not their responsibility but the County Government's responsibility to build the ECD center. Some members were convinced that they would be direct beneficiaries of the project and they supported the idea but some remained adamant which affected the groups fundraising drive.

The most important element however in Smolart's successful fundraising venture was the relevance and need for the project by the community. More than half of the 200 members are women and they stood to benefit from the ECD center more than any other demographic hence their support for the project.

"Women embraced the idea first because they knew they would benefit the most. The fact that members contribution was time bound also made them work hard to meet their target," concludes Josephine



County
Narok County

Project Partner
Nguzo Africa



Total Project Cost in KES
2,000,000

Community Contribution in KES
1,000,000

Organizational Profile

Registered in 2011 as a Community Based Organisation (CBO) in Narok County, Nguzo Africa works with local communities to address the social, economic, governance and environmental issues for prosperity of the current and future generations.

The wider Narok County has witnessed its fair share of drought and famine due to changes in the climatic patterns of the area caused by massive deforestation and environmental degradation of the Mau Forest. Narok, once considered a water tower with a forest cover of more than 76 percent 20 years ago, currently has a forest cover of less than 33 percent which has been caused by a number of factors with

the major ones being charcoal burning, large scale wheat planting as well as an upsurge in settlement schemes in the Mau Forest.

Nguzo Africa, in an attempt to address the challenges that have arisen from climate change came up with a project targeting the predominantly pastoral households with a bio-gas project. The project was meant to provide the households with an alternative to wood fuel for lighting as well as reduce the distances that women and girls had to cover to fetch firewood as most forests were devoid of trees.

Nguzo Africa approached KCDF with a green energy project that included setting up demonstration bio-gas plant projects for eight households, provision of

solar lanterns to 300 households for their lighting as well as planting of 5000 trees in three schools to promote environmental conservation. KCDF awarded Nguzo Africa a match grant of KES 1 Million to implement the project. The group was tasked to raise KES 500,000 and KCDF would match shilling for a shilling raised locally among its community.

This being a new concept to the group, Nguzo accepted to the terms of the matching model but went silent for more than three months as they consulted their respective stakeholders. KCDF continued prodding the group while encouraging them that they were equal to the task and eventually the group came back to KCDF with a commitment.

"We were unsure that the matching model would work in Narok. We serve a pastoralist group and they are not rich by any standards. They are also predominantly nomadic in nature and following them up for pledges or contributions is almost impossible". *Quipped Elizaphan Ogechi, Nguzo Africa's Director.*

Local Fundraising Actions

After going through a rigorous participatory organizational capacity assessment. KCDF devised strategies to improve the capacity and skills for the leadership of the organisation to be best able to raise resources. KCDF had both face to face trainings as well as exposing the group to similar organizations that had successfully raised resources from among its community members. This exercise was fairly lengthy and after five months, the organisation developed their first fundraising strategy.

From the fundraising strategy devised, Nguzo Africa as an organisation committed to raise KES 400,000 from its membership as well as their respective income generating activities such as selling of tree seedlings. The group then approached the ranches and conservancies in the area for support. KCDF was at hand to give re-assurances to the ranches and conservancies that indeed the project was legitimate.

"Since the ranches and conservancies in the area were the most affected by the climate change which resulted to many animals migrating to Tanzania's Serengeti Park, they came on board and donated KES 300,000", *said Elizaphan.*

The group then approached the community. In the first instance, the group organized for a fundraiser

but closer to the date of the fundraising event, they noted that they had not made significant progress in getting confirmations or getting pledges from the community. The group decided to cancel the event and instead concentrated on the community members who stood to benefit directly from the project.

The group went to the community and sold the project and eight households expressed interest in the bio-gas project. They were then tasked to each raise a deposit of KES 20,000 of the total KES 80,000 that would be used to put up the bio-gas plants raising a cumulative amount of KES 160,000. From the KES 400,000 that Nguzo raised from its income generating activities, they invested the money in buying portable solar lanterns each costing KES 12,000.

"When it came to preparation of meals, it was a big challenge for me as the smoke that filled the room was not only uncomfortable, but also a health hazard to my family. Most of my children developed respiratory problems as the kitchen, which also doubles up as the bedroom, was filled with soot. It was even worse when it rained as the logs were drenched making it difficult to burn." *Said Norparakwo Koria-ta, a stern devotee of firewood energy which she has used for over 30 years.*

The group then approached 130 households who were interested in the solar lanterns and were asked to pay a deposit of KES 2500 and thereafter KES 40 daily installments for a period of one year through the M-Pesa mobile platform. Through the mixed strategies indicated, Nguzo Africa was able to raise KES 1,025,000 thereby unlocking the KCDF's match. The comparative cost of the solar lantern, which also features a transistor radio as well as a mobile phone charging unit, is cheaper than what households would ordinarily spend on paraffin for their kerosene lamps. The existence of a mobile charging unit has also eliminated the cost of charging phones for the community members in the programme.

Challenges & Lessons Learnt

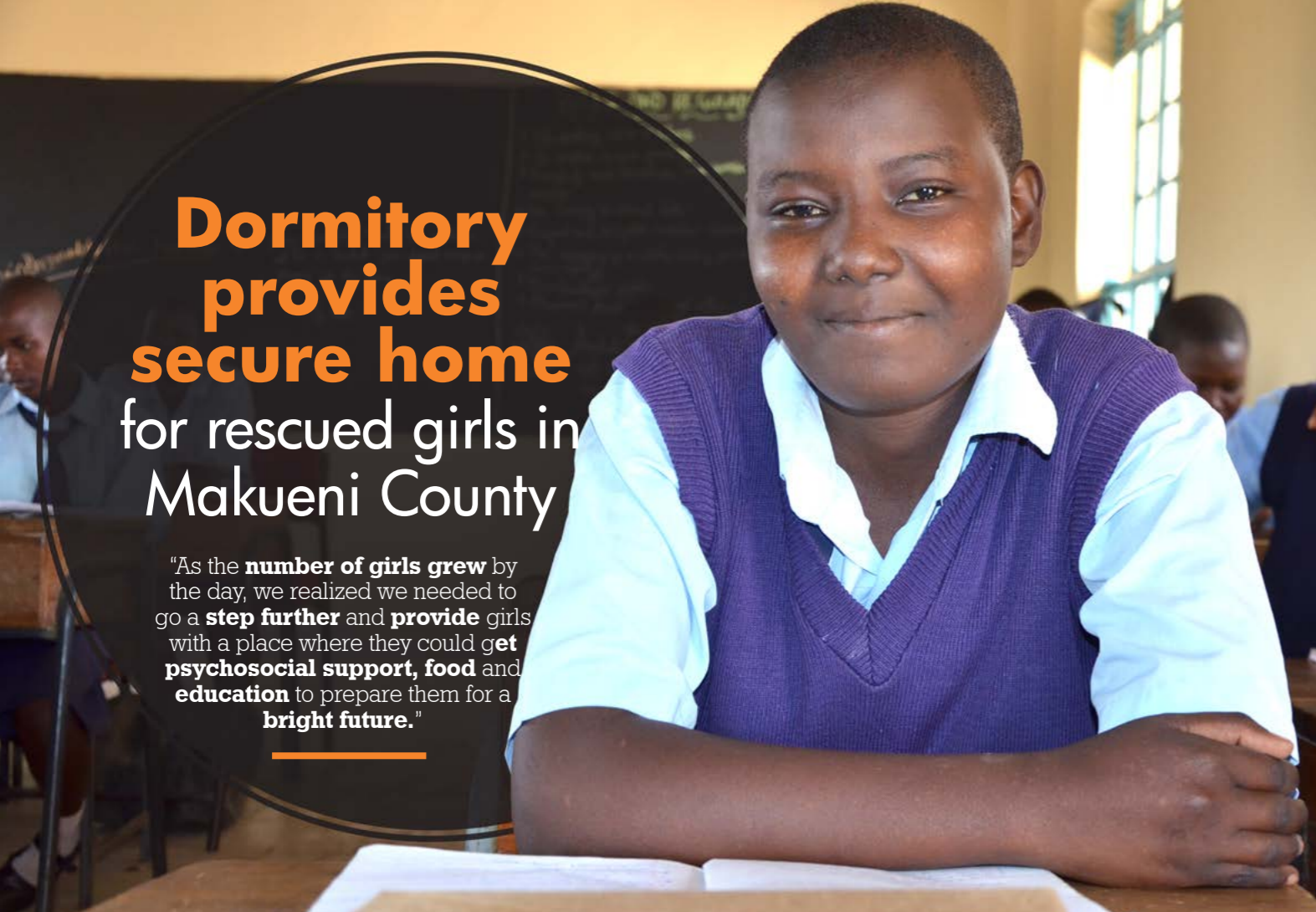
Nguzo Africa's first strategy was to utilize their internal resources from their different income generating activities. This gave the group the much needed impetus and confidence to trudge on with their other planned fundraising activities.

The group was also able to raise a significant amount from the private sector in the area as the group was able to package the messaging in a way that ad-

ressed the private sector's concerns. This strategy however required KCDF to come in to back Nguzo Africa by reassuring the private sector that the fundraising as well as the projects is legitimate. This raises concerns that community groups face difficulties in convincing private sector groups in investing in community projects either because their existing projects are not visible or the groups rarely engage with the business communities in their localities to create confidence and trust.

The group also had to change tact after their major fundraising strategy proved futile. Nguzo Africa had to cancel their planned fundraiser and opted to target specific households. This was an ingenious way of raising resources as the beneficiaries were able to identify with the resultant benefits that project would bring hence putting forward their down-payment.



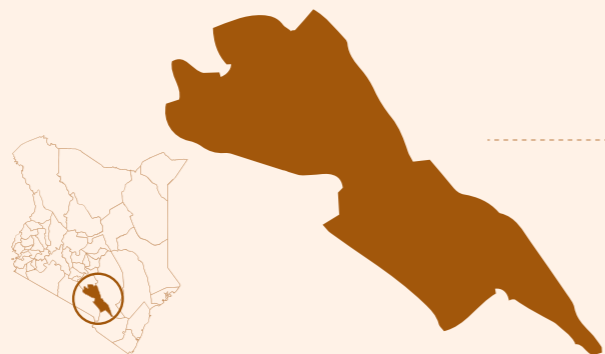


Dormitory provides secure home for rescued girls in Makueni County

“As the **number of girls grew** by the day, we realized we needed to go a **step further** and **provide** girls with a place where they could **get psychosocial support, food and education** to prepare them for a **bright future.**”

County
Makueni County

Project Partner
Eagle Rise Christian Church



Total Project Cost KES
4,053,550

Community Contribution KES
2,026,775

Organizational Profile

Eagle Rise Christian Church (ERCC) was registered in 1996 to engage in holistic service for the transformation of the needy in society by helping them improve their livelihoods through sustainable projects and programs, while conserving the environment. They have been partnering with various stakeholders to improve accessibility of services by the poor and vulnerable in communities.

Eagle Rise Christian Church in Makueni County established the first rescue center in the larger Makueni

County. Concerned about the number of girls that were dropping out of school either because of early marriage, female genital mutilation or poverty - Eagle Rise Christian Church felt that they needed to address this sticking issue. The girl's center strives to offer spiritual guidance, quality education, shelter, psychosocial support and love to orphaned and vulnerable girls facing early marriage as well as girls experiencing trauma associated with Female Genital Mutilation (FGM.)

Project Brief

As the center continued to expand and reach more vulnerable girls in the region, there was a need to ensure the girls receive quality education while under their care. Armed with a 10 acre piece of land, Eagle Rise reached out to well-wishers to assist them in constructing classrooms for the girls. The group was able to construct five classrooms but the need for accommodation quickly became a foregoing need. Eagle Rise Christian Church approached KCDF for funds which were accepted. KCDF pledged to grant the group KES 2 Million on condition that Eagle Rise Christian Church matches the granted amount through local community fundraising - a tall order for a Community Based Organization associated with a fairly low income population.

Local Fundraising Actions

The group was taken through numerous fundraising trainings as well as exposure visits to similar groups who had executed successful local fundraising action. Eagle Rise Christian Church then developed a comprehensive fundraising plan to raise the KES 2 Million. Since the group was church based, the group opted to use churches as their focal fundraising avenue. Eagle Rise Christian Church first approached leaders of different churches within their locality as well as churches in Nairobi that were affiliated to the group. The group however got a rude awakening after most churches that they had approached were either not receptive or enthusiastic about the supporting the cause.

Eagle Rise Christian Church went back to the drawing table and re-strategized on how to raise funds. The leadership of Eagle Rise Christian Church then opted to reach the church congregation directly as opposed to using the clergy.

“We would go and make announcements in churches as well as engaging congregants after church services while alerting them of the mini fundraisers that had been scheduled. We also printed small pledge cards which we distributed to the congregants”. Says *Rev. Leonard Wambua, General Overseer at Eagle Rise Christian Church.*

The group held four fundraising events within a period of seven months and they were able to raise the KES 2 Million.

“We were astounded by the progress we made in raising the money. We had reservations on our likelihood to raise the KES 2 Million but we trudged ahead. It was not easy due to mistrust from the people we approached based on the harambee spirit that had been abused year back to enrich a few people at the expense of the community. The situation was worsened by the community's perception of being destitute and a feeling that they were meant to be supported fully as opposed to them raising half of the amount in line with the community philanthropy model of fund matching.” *Added Reverend Wambua.*

With the KES 4 Million secured, the ground breaking of the dormitory began and within eight months, the building was complete opening its doors in May 2014 to 20 girls who were initially sleeping in one of the five classrooms built earlier. The money also went into equipping the dormitories with beds and mattresses.

Currently, the dormitory can accommodate upto 80 girls and there are plans to bring in a lower age bracket of 7-13 year olds to join the current 12-18 year-olds. Beyond protecting and offering educational and vocational training opportunities to the girls, the rescue center also tries to reconcile the girls with their parents and communities.

Challenges & Lessons Learnt

Eagle Rise Christian Church had to equip themselves with the confidence and skills to raise resources within their community. Though the center was well known both within and outside the community, not many people were willing to support the construction of the dormitory as they perceived the Eagle Rise Christian Church as a wealthy institution and they opted to give to more needy causes or projects. The group had to demonstrate how the dormitory would improve the welfare of the girl-child in the area as well as catchment areas where most of the rescued girls come from for the group to get buy in from churches outside their locality.

However, the most important lesson that the group established is that the main motivation for people giving was the religious inclination that they have as well as in following the doctrine of giving to the less fortunate through offerings and tithes.

Pamoja4Change Programme

The programme seeks to promote, through local giving, sustainable community driven projects which build communities' confidence to take charge of their development processes. The programme is informed by the fact that communities inherently have unlimited resources amongst themselves that can be harnessed to promote development.

The programme, courtesy of a unique partnership with a Dutch Non-Governmental Organization Wilde Ganzen, is administered through a competitive grant scheme for community groups who show unique and innovative project ideas for improving the development and general welfare of a community. Communities groups are required to raise 50% of the total project costs with KCDF matching the amount raised.



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